

John C. Downen
Senior Research Fellow

Estimated Economic Impacts of the 2034 Olympic and Paralympic Winter Games

The 2034 Olympic and Paralympic Winter Games would make a significant economic impact to Utah, generating new jobs, income, and \$6.6 billion in economic output.

July 2024



Kem C. Gardner
POLICY INSTITUTE
THE UNIVERSITY OF UTAH

411 East South Temple Street
Salt Lake City, Utah 84111
801-585-5618 | gardner.utah.edu

Table of Contents

Analysis in Brief	1
Introduction	2
Economic Impacts	2
Capital Investment	2
Fiscal Impacts	2
Appendix A: Economic and Fiscal Impact Methodology ...	3
Appendix B: Economic Impact of the 2002 Olympic and Paralympic Winter Games	4

Figures

Figure 1: Estimated Annual Output Impacts of the 2034 Winter Games in Utah, 2024–2035	3
Figure 2: Estimated Annual GDP Impacts of the 2034 Winter Games in Utah, 2024–2035	3
Figure 3: Estimated Annual Employment Impacts of the 2034 Winter Games in Utah, 2024–2035	3
Figure 4: Estimated Annual Personal Income Impacts of the 2034 Winter Games in Utah, 2024–2035	3

Tables

Table 1: Estimated Economic Impacts of the 2034 Olympic and Paralympic Winter Games in Utah, 2024–2035	2
Table 2: Salt Lake City-Utah Committee for the Games' Budgeted Capital Investments for the 2034 Winter Games	3
Table 3: Estimated State and Local Fiscal Impacts of the 2034 Olympic and Paralympic Winter Games in Utah, 2024–2035	4
Table 4: Travel and Tourism Performance Before and After the 2002 Olympic and Paralympic Winter Games ...	5

Estimated Economic Impacts of the 2034 Olympic and Paralympic Winter Games

Analysis in Brief

Hosting the 2034 Olympic and Paralympic Winter Games will bring \$2.6 billion (in 2023 dollars) in net new direct expenditures to Utah from 2024 through 2034. This will generate estimated cumulative total economic impacts of \$6.6 billion in output (industry sales), almost \$3.9 billion in state gross domestic product (GDP), over 42,000 job-years of employment, and \$2.5 billion in personal income. The Salt Lake City-Utah Committee for the Games has budgeted \$31.2 million in capital investments for the 2034 Winter Games, representing modest upgrades to the state's existing and well-maintained facilities from the 2002 Olympic and Paralympic Winter Games. Hosting the 2034 Winter Games will have significant positive economic and fiscal impacts for the state.

Key Findings

- **Significant net new spending** – Total expenditures by the Salt Lake City-Utah Committee for the Games, the federal government, and out-of-state visitors reach an estimated \$4.1 billion. Subtracting purchases from out-of-state companies, in-state revenue sources, and the displacement of regular skier visitation leaves \$2.6 billion in new spending in Utah.
- **Economic impacts** – Between 2024 and 2035, the 2034 Winter Games are expected to create cumulative total economic impacts in Utah of \$6.6 billion in output (in 2023 dollars), almost \$3.9 billion in state GDP, over 42,000 job-years of employment, and \$2.5 billion in personal income.

- **Net positive fiscal impacts** – Cumulative estimated state fiscal impacts from 2024 through 2035 include new state revenues of \$167.2 million (in 2023 dollars) and expenditures of \$146.2 million, for net fiscal revenues of \$21.0 million. Estimated local fiscal impacts comprise \$138.1 million in new revenues and \$108.8 million in expenditures, for net local revenues of \$29.3 million.
- **Modest capital investment** – Utah has continued to use and maintain its Olympic venues from the 2002 Winter Games. Therefore, the Salt Lake City-Utah Committee for the Games expects to spend just \$31.2 million on permanent capital investments for the 2034 Winter Games, versus \$286.7 million on facilities for the 2002 Winter Games (in 2023 dollars). The Committee has also budgeted \$206.2 million for temporary infrastructure, signage, and wayfinding at both competition and non-competition venues.

Cumulative Estimated Economic Impacts of the 2034 Olympic and Paralympic Winter Games in Utah, 2024–2035 *(Dollar Amounts in Millions of Constant 2023 Dollars)*

Impact	Total
Employment	42,040
Personal Income	\$2,531.2
Output	\$6,632.2
GDP	\$3,866.1

Source: Kem C. Gardner Policy Institute analysis of Salt Lake City-Utah Committee for the Games budget data, using the REMI PI+ model v3.1.0

Economic Impacts of the 2034 Olympic and Paralympic Winter Games in Utah

(Based on 2024–2035 economic activity; constant 2023 dollars)



Note: *The economic impact model estimates the true multiplier, dynamic, and other effects resulting from the net new direct spending activity in Utah's economy
 Source: Kem C. Gardner Policy Institute analysis of Salt Lake City-Utah Committee for the Games budget data, using the REMI PI+ model v3.1.0

Estimated Economic Impacts of the 2034 Olympic and Paralympic Winter Games

The Salt Lake City-Utah Committee for the Games plans to spend \$3.1 billion (in 2023 dollars) for the 2034 Olympic and Paralympic Winter Games. Expected direct expenditures add up to \$4.1 billion once adding rights revenue sharing with the national and international Olympic and Paralympic committees, contingency and legacy amounts, royalties and other fees, plus spending by out-of-state visitors and federal security expenditures. After adjusting for purchases from out-of-state companies, in-state revenue sources, and the displacement of regular skier visitation, net new direct expenditures in Utah from 2024 through 2034 total an estimated \$2.6 billion.

Economic Impacts

Net new direct expenditures generate additional economic activity in the state as they stimulate purchases from local suppliers, who in turn hire employees and make purchases from other local businesses. These rounds of activity represent the “indirect” effects. When the direct and indirect employees spend a portion of their wages in the local economy, this generates the “induced” effects. The total economic impact of an event is the sum of these net new direct, indirect and induced effects.¹

Between 2024 and 2035 the 2034 Winter Games are expected to create cumulative total economic impacts in Utah of \$6.6 billion (in 2023 dollars) in output (industry sales), almost \$3.9 billion in state gross domestic product (GDP), over 42,000 job-years of employment, and \$2.5 billion in personal income (Table 1 and Figures 2–5). A job-year is one job that lasts for one year; therefore, a new job created in 2024 that lasts through 2035 will count as 12 job-years. The cumulative employment impacts represent the sum of the annual employment impacts over the 12-year analysis period.

Capital Investment

After Utah hosted the 2002 Winter Games, the state continued to use and maintain the venues constructed for the Games. Most recently, in fiscal years 2019 through 2024, the Utah Legislature appropriated a total of \$94.6 million in one-time and ongoing funds to maintain and upgrade the state’s winter sports facilities. Because of this stewardship, the Salt Lake City-Utah Committee for the Games expects to spend much less on capital investment in preparation for the 2034 Winter Games

than it did for the 2002 Winter Games. The Organizing Committee invested approximately \$286.7 million (in 2023 dollars) in facilities for the 2002 Winter Games. In comparison, the Committee has budgeted \$31.2 million in capital investments for the 2034 Winter Games.

The largest investments will be in improvements to the sliding track, a new equipment maintenance building, Nordic lifts replacement, and refrigerated inruns at the Utah Olympic Park; the renovation/addition of a permanent bridge at Soldier Hollow; and running track replacement and installation of a permanent videoboard at the Utah Olympic Oval (Table 2).

Starting in 2032, the Committee also expects to spend \$206.2 million on temporary infrastructure, signage, and wayfinding at both competition and non-competition venues.

Fiscal Impacts

Fiscal impacts derive from the additional income, employment, industry sales, and population generated by the increased economic activity associated with the preparations for and hosting of the 2034 Winter Games, as well as sales taxes on spending by visitors to the Games. Cumulative estimated state fiscal impacts from 2024 through 2035 amount to new state revenues of \$167.2 million (in 2023 dollars) and expenditures of \$146.2 million, for net fiscal revenues of \$21.0 million. Estimated local fiscal impacts comprise \$138.1 million in new revenues and \$108.8 million in expenditures, for net local revenues of \$29.3 million (Table 3).

Both state and local net revenue impacts are neutral or positive in eight of the 12 years analyzed. The net expenditures in 2027 through 2029 are minor, totaling \$92,000 per year or less. However, net expenditures are much larger in 2035. This results from an approximately 96% decrease in the economic activity generated by the 2034 Winter Games from 2034 to 2035, versus only a 28% decline in the population that the new activity attracted to the state. In the Gardner Institute’s fiscal model, it is the economic impacts—namely, employment, personal income and industry output—that generate tax revenues and the population impacts that generate expenditures. Therefore, between 2034 and 2035 revenues fall faster than expenditures.

Table 1: Estimated Economic Impacts of the 2034 Olympic and Paralympic Winter Games in Utah, 2024–2035

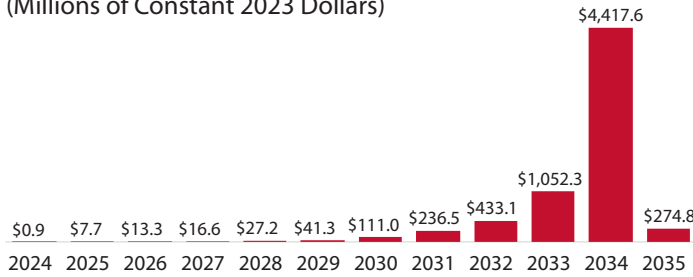
(Dollar Amounts in Millions of Constant 2023 Dollars)

Impact	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Total
Employment	8	60	96	118	208	311	700	1,471	2,673	6,834	28,504	1,059	42,040
Output	\$0.9	\$7.7	\$13.3	\$16.6	\$27.2	\$41.3	\$111.0	\$236.5	\$433.1	\$1,052.3	\$4,417.6	\$274.8	\$6,632.2
GDP	\$0.5	\$4.6	\$7.9	\$9.9	\$16.3	\$24.8	\$66.1	\$141.6	\$254.5	\$611.7	\$2,579.3	\$149.0	\$3,866.1
Personal Income	\$0.5	\$3.2	\$5.3	\$6.6	\$11.3	\$17.8	\$43.5	\$93.2	\$170.3	\$438.3	\$1,697.0	\$44.2	\$2,531.2

Source: Kem C. Gardner Policy Institute analysis of Salt Lake City-Utah Committee for the Games budget data, using the REMI PI+ model v3.1.0

Figure 1: Estimated Annual Output Impacts of the 2034 Winter Games in Utah, 2024–2035

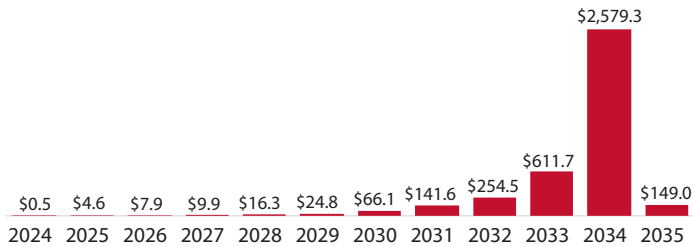
(Millions of Constant 2023 Dollars)



Source: Kem C. Gardner Policy Institute analysis of Salt Lake City-Utah Committee for the Games budget data, using the REMI PI+ model v3.1.0

Figure 2: Estimated Annual GDP Impacts of the 2034 Winter Games in Utah, 2024–2035

(Millions of Constant 2023 Dollars)



Source: Kem C. Gardner Policy Institute analysis of Salt Lake City-Utah Committee for the Games budget data, using the REMI PI+ model v3.1.0

Appendix A: Economic and Fiscal Impact Methodology

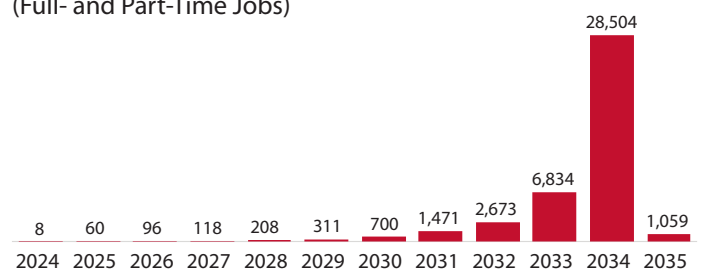
The Salt Lake City-Utah Committee for the Games (SLC-UTCG) provided detailed budget data for both revenues and expenditures for a 2034 Winter Games in Utah. Gardner Institute analysts worked with SLC-UTCG to determine the portion of revenues originating from out-of-state sources (an estimated 76.5%) and which expenditures would be made in Utah, and to assign those expenditures to the appropriate industries for modeling. The Gardner Institute also developed an estimate of spending by visitors to the Olympics, relying on OmniTrak data of spending by leisure visitors to Salt Lake City and Park City. Estimates adjust for the displacement of expected out-of-state skiers who would not come during the Games. This produces a total of \$759.7 million in visitor spending, less \$107.2 million in displaced spending, for net new visitor spending of \$652.5 million (in 2023 dollars).

Estimating Economic Impacts

Spending data act as inputs to the REMI PI+ model to estimate the in-state economic impacts of preparations for and hosting the Games. REMI PI+, developed by Regional Economic Models, Inc., is a dynamic simulation model that forecasts economic, population and labor market activity for many years into the future. REMI provides year-by-year estimates of the regional effects of specific economic or policy changes. The model incor-

Figure 3: Estimated Annual Employment Impacts of the 2034 Winter Games in Utah, 2024–2035

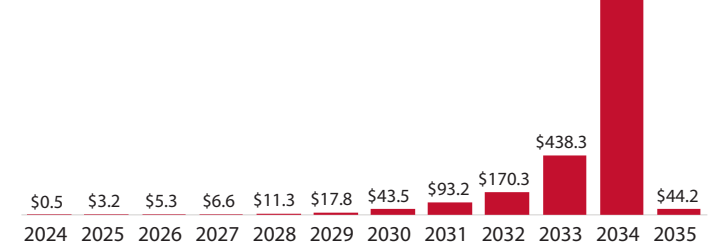
(Full- and Part-Time Jobs)



Source: Kem C. Gardner Policy Institute analysis of Salt Lake City-Utah Committee for the Games budget data, using the REMI PI+ model v3.1.0

Figure 4: Estimated Annual Personal Income Impacts of the 2034 Winter Games in Utah, 2024–2035

(Millions of Constant 2023 Dollars)



Source: Kem C. Gardner Policy Institute analysis of Salt Lake City-Utah Committee for the Games budget data, using the REMI PI+ model v3.1.0

porates input-output relationships, general equilibrium effects, econometric relationships, and economic geography effects.

Estimating Fiscal Impacts

The Gardner Institute uses its own statewide fiscal model to estimate the impacts on state and local revenues and expenditures. In the model, revenues are driven by employment, personal income, and industry output results from the REMI PI+ economic model. Expenditures are driven by the population growth that REMI generates in response to the increased economic activity.

State revenue impacts consist of personal and corporate income taxes and sales and use taxes. Expenditures comprise state higher education, public education, and non-education spending. Local fiscal impacts consist of sales and property

Table 2: Salt Lake City-Utah Committee for the Games’ Budgeted Capital Investments for the 2034 Winter Games (2023 Dollars)

Venue	Estimated Cost
Utah Olympic Oval	\$4,502,000
Utah Olympic Park	\$23,192,000
Soldier Hollow	\$3,485,000
Total Permanent Construction Expenditures	\$31,179,000

Source: Salt Lake City–Utah Committee for the Games

Table 3: Estimated State and Local Fiscal Impacts of the 2034 Olympic and Paralympic Winter Games in Utah, 2024–2035
(Millions of Constant 2023 Dollars)

Impact	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Total
Estimated State Fiscal Impacts													
Total State Revenues	\$0.0	\$0.2	\$0.3	\$0.4	\$0.6	\$1.0	\$2.4	\$5.1	\$9.2	\$23.5	\$122.3	\$2.3	\$167.2
Total State Operating Expenditures	\$0.0	\$0.1	\$0.3	\$0.4	\$0.7	\$1.0	\$2.0	\$4.1	\$7.8	\$17.9	\$65.3	\$46.5	\$146.2
Net State Operating Revenue (Expenditure)	\$0.0	\$0.0	\$0.0	(\$0.1)	(\$0.1)	(\$0.1)	\$0.3	\$1.0	\$1.4	\$5.6	\$56.9	(\$44.1)	\$21.0
Estimated Local Fiscal Impacts													
Total Local Revenues	\$0.0	\$0.1	\$0.2	\$0.2	\$0.4	\$0.7	\$1.6	\$3.4	\$6.2	\$16.0	\$107.3	\$1.8	\$138.1
Total Local Operating Expenditures	\$0.0	\$0.1	\$0.2	\$0.3	\$0.5	\$0.8	\$1.5	\$3.0	\$5.8	\$13.3	\$48.3	\$35.0	\$108.8
Net Local Operating Revenue (Expenditure)	\$0.0	\$0.0	(\$0.0)	(\$0.1)	(\$0.1)	(\$0.1)	\$0.1	\$0.4	\$0.4	\$2.7	\$59.0	(\$33.2)	\$29.3

Source: Kem C. Gardner Policy Institute analysis using REMI PI+ model and Gardner Policy Institute fiscal model.

taxes, public education expenditures and county and municipal non-education expenditures. In addition, the Gardner Institute estimates the “direct” sales and use tax revenues from spending by visitors to the Games. This comprises state and local sales taxes, transient room taxes, motor vehicle rental taxes, and local restaurant taxes.

Personal income, sales and most property taxes are estimated from personal income impacts calculated by the REMI PI+ model. Corporate income taxes are estimated from annual sales (output) impacts by industry calculated by REMI. These are multiplied by multiyear average ratios of tax revenues to personal income or industry sales. Commercial property taxes are estimated from total employment impacts multiplied by multiyear average ratios of tax revenues to employment.

Expenditures are calculated on a per-capita basis from the annual population impacts. State non-education expenditures are based on the total population impact and include all state budget operating expenditures except those for higher education and public education. Higher-education expenditures are based on the college-age population impacts, and public-education expenditures are based on the school-age population impacts. Local expenditures are based on the total population impact and combined county and municipal operating expenses. Expenditure estimates are based on multiyear averages of budgeted amounts per capita.

Appendix B: Economic Impact of the 2002 Olympic and Paralympic Winter Games

The economic impact of the 2002 Olympic and Paralympic Winter Games included approximately \$7.5 billion in economic output, 45,700 job-years of employment, and \$3.7 billion in personal income. The 2002 Winter Games also resulted in growth for the state’s travel and tourism industry.

Economic Impact Results

The economic impacts of the 2002 Winter Games include the regional economic impact (direct, indirect, and induced effects of new money spent in the state), new infrastructure that serves residents and visitors after the 2002 Winter Games, the surplus

leftover from the 2002 Winter Games that benefits the local economy, and travel and tourism impacts. Additionally, there are many intangible impacts, most noticeably, the positioning of Utah as a winter sports capital, business development, and increased visibility and awareness of Utah.

The Salt Lake Organizing Committee (SLOC) spent an estimated \$2.3 billion, in constant 2023 dollars, between 1996 and 2003 on the 2002 Winter Games, including wages, venue construction and enhancements, broadcasting expenses and general operational purchases. Adding additional infrastructure investments financed outside of the SLOC budget, visitor spending during the 2002 Winter Games, and federally funded security expenses to SLOC expenditures, direct expenditures totaled an estimated \$4.3 billion.

After adjusting for purchases from out-of-state companies, in-state revenue sources, and the displacement of regular skier visitation, net-new direct expenditures total an estimated \$3.1 billion. Net-new direct expenditures spur additional economic activity in the region as they stimulate purchases from local suppliers, who in turn hire employees and make purchases from other local businesses. These rounds of activity produce indirect economic effects and then direct and indirect employees spend a portion of their wages in the local economy, further generating “induced” effects. The total economic impact of an event is the sum of these net-new direct, indirect, and induced effects.

All told, between 1996 and 2003, the 2002 Winter Games created total economic impacts in Utah equivalent to approximately \$7.5 billion in economic output, the value of every transaction in the economy supported by the 2002 Winter Games, 45,700 job-years of employment, and \$3.7 billion in personal income.

Travel and Tourism Results

The Kem C. Gardner Policy Institute evaluated visitation data before, during, and after the 2002 Winter Games. The analysis confirms the positive post-Olympics trajectory of the Utah travel and tourism industry. Possible explanations for these increases include the increased exposure from the Olympics, global/national economic conditions, non-Olympic marketing

efforts, tourism infrastructure investment, and other factors. Table 4 provides a summary of travel and tourism performance indicators before and after the 2002 Winter Games.

Highlights of the visitation analysis include the following:

- **Skier days** – Utah experienced a 45% increase in the average number of annual skier days in the 15 years after the 2002 Winter Games compared to the 15 years before the Games. We also observe a clear displacement effect as the nearly three-week Olympic events (including Olympic and Paralympic Games) “crowds out” visitors who would otherwise visit the state. We estimate skier visit displacement effects in 2002 at Utah ski resorts of 5% to 9% fewer visits. This displacement could be mitigated in 2034 with planning, advanced marketing, and packaging of skiing with Olympic visits.
- **National Park visits** – Utah’s national parks experienced a 34% increase in the average number of annual recreation visits in the 15 years after the 2002 Winter Games compared to the 15 years before the Games. Visitation to Utah’s national parks during the first quarter of 2002 was 30% higher than during the first quarter of 2001. In fact, visitation at Utah’s five national parks remained, on average, higher than the year prior and the year after the 2002 Winter Games through the spring of 2002. Likewise, all Utah visitor centers reported increased visitation in February 2002 compared to February 2001.
- **Accommodation sales** – Utah experienced a real 70% increase in the average annual taxable accommodation sales in the 15 years after the 2002 Winter Games compared to the 15 years before the Games. Taxable accommodation sales during the first quarter of 2002 were 21% higher than the same time period during the prior year, and 30% higher than the first quarter of the following year. In February 2002, lodging room rates across northern Utah were over 50% higher compared to February 2001 and lodging occupancies were between 10 to 30% higher as well.²
- **Airport passengers** – The Salt Lake City International Airport experienced a 30% increase in its average annual (enplaned and deplaned) passengers in the 15 years after the 2002 Winter Games compared to the 15 years before the Games. However, in the first quarter of 2002, total

passenger numbers were down 6% compared to the first quarter of 2001.³

- **Leisure and hospitality employment** – Utah’s average annual private leisure and hospitality employment base was 53% higher in the 15 years after the 2002 Winter Games compared to the 15 years before the Games; the average annual base for all other private-sector jobs was 42% higher over the same time period. In the first quarter of 2002, Utah Department of Workforce Services reported an average of 6,926 more direct private leisure and hospitality jobs, a 7% increase over the first quarter of 2001, 5% higher than the first quarter of 2003. Specifically, private arts, entertainment, and recreation jobs were up nearly 25% during the first quarter of 2002 compared to the previous year, while accommodation and restaurant jobs were up 4%.
- **Visitor spending** – Consumer Visa card spending from February 1–24, 2002 was up 31% from the same time frame during the previous year.⁴ Average annual taxable leisure and hospitality sales were up a real 66% in the 15 years after the 2002 Winter Games compared to the 15 years before the Games; all other average annual taxable sales (non-leisure and hospitality) were up 43% in comparison. Total taxable leisure and hospitality sales in 2002 were 4% higher than both 2001 and 2003; all other 2002 taxable sales (non-leisure and hospitality) were 3% lower than 2001 and 2% higher than 2003.

Table 4: Travel and Tourism Performance Before and After the 2002 Olympic and Paralympic Winter Games

(Percent Change in Average Tourism Indicators, 1987–2001 vs. 2003–2017)

Indicator	Difference
Skier days	+45%
National Park recreation visits	+34%
Taxable accommodation sales	+70%
SLC International Airport passengers	+30%
Leisure and hospitality employment	+53%
Visitor spending	+66%

Note: Employment was estimated for 1987–1989.

Source: Analysis prepared by the Kem C. Gardner Policy Institute based on Ski Utah, National Park Service, Utah State Tax Commission, Salt Lake City International Airport, U.S. Travel Association, and Utah Department of Workforce Services data.

Endnotes

1. In the case of this analysis, direct effects are visitor, SLOC and federal government spending at Utah businesses. Indirect effects are the value of inputs these local businesses purchase from other local businesses, and induced effects are the impacts associated with the expenditure of wages derived from direct and indirect effects (i.e., household purchases of goods and services). Total economic impacts are presented in terms of employment, earnings, state GDP, and economic output.

2. Research Evaluation of the Salt Lake City 2002 Winter Olympics presentation by Jon Kemp of the Utah Division of Travel Development
 3. Ibid.
 4. Ibid.

Partners in the Community

The following individuals and entities help support the research mission of the Kem C. Gardner Policy Institute.

Legacy Partners

The Gardner Company
 Christian and Marie Gardner Family
 Intermountain Health
 Clark and Christine Ivory Foundation
 KSL and Deseret News
 Larry H. & Gail Miller Family Foundation
 Mountain America Credit Union
 Salt Lake City Corporation
 Salt Lake County
 University of Utah Health
 Utah Governor's Office of Economic Opportunity
 WCF Insurance
 Zions Bank

Executive Partners

The Boyer Company
 Clyde Companies

Sustaining Partners

Dominion Energy
 Salt Lake Chamber
 Staker Parson Materials and Construction
 Wells Fargo

Kem C. Gardner Policy Institute Advisory Board

Conveners

Michael O. Leavitt
 Mitt Romney

Board

Scott Anderson, Co-Chair
 Gail Miller, Co-Chair
 Doug Anderson
 Deborah Bayle
 Roger Boyer
 Michelle Camacho
 Sophia M. DiCaro
 Cameron Diehl

Lisa Eccles
 Spencer P. Eccles
 Christian Gardner
 Kem C. Gardner
 Kimberly Gardner
 Natalie Gochnour
 Brandy Grace
 Jeremy Hafen
 Rachel Hayes
 Clark Ivory
 Mike S. Leavitt
 Derek Miller
 Ann Millner

Sterling Nielsen
 Jason Perry
 Ray Pickup
 Gary B. Porter
 Taylor Randall
 Jill Remington Love
 Brad Rencher
 Josh Romney
 Charles W. Sorenson
 James Lee Sorenson
 Vicki Varela

Ex Officio (invited)

Governor Spencer Cox
 Speaker Mike Schultz
 Senate President Stuart Adams
 Representative Angela Romero
 Senator Luz Escamilla
 Mayor Jenny Wilson
 Mayor Erin Mendenhall

Kem C. Gardner Policy Institute Staff and Advisors

Leadership Team

Natalie Gochnour, Associate Dean and Director
 Jennifer Robinson, Chief of Staff
 Mallory Bateman, Director of Demographic Research
 Phil Dean, Chief Economist and Senior Research Fellow
 Shelley Kruger, Director of Accounting and Finance
 Colleen Larson, Administrative Manager
 Nate Lloyd, Director of Economic Research
 Dianne Meppen, Director of Community Research
 Laura Summers, Director of Industry Research
 Nicholas Thiriot, Communications Director
 James A. Wood, Ivory-Boyer Senior Fellow

Staff

Eric Albers, Senior Natural Resources Policy Analyst
 Samantha Ball, Senior Research Associate
 Parker Banta, Public Policy Analyst
 Melanie Beagley, Public Policy Analyst
 Preston Brightwell, Dignity Index Field Director
 Andrea Thomas Brandley, Senior Education Analyst
 Kara Ann Byrne, Senior Research Associate
 Mike Christensen, Scholar-in-Residence
 Nate Christensen, Research Economist
 Moira Dillow, Housing, Construction, and Real Estate Analyst
 John C. Downen, Senior Research Fellow
 Dejan Eskic, Senior Research Fellow and Scholar
 Chance Hansen, Communications Specialist
 Emily Harris, Senior Demographer

Michael T. Hogue, Senior Research Statistician
 Mike Hollingshaus, Senior Demographer
 Madeleine Jones, Dignity Index Field Director
 Jennifer Leaver, Senior Tourism Analyst
 Maddy Oritt, Senior Public Finance Economist
 Levi Pace, Senior Research Economist
 Praopan Pratoomchat, Senior Research Economist
 Heidi Prior, Public Policy Analyst
 Natalie Roney, Research Economist
 Shannon Simonsen, Research Coordinator
 Paul Springer, Senior Graphic Designer

Faculty Advisors

Matt Burbank, College of Social and Behavioral Science
 Elena Patel, David Eccles School of Business
 Nathan Seegert, David Eccles School of Business

Senior Advisors

Jonathan Ball, Office of the Legislative Fiscal Analyst
 Silvia Castro, Suazo Business Center
 Gary Cornia, Marriott School of Business
 Emma Houston, University of Utah
 Beth Jarosz, Population Reference Bureau
 Darin Mellott, CBRE
 Pamela S. Perlich, University of Utah
 Chris Redgrave, Community-at-Large
 Juliette Tennert, Community-at-Large